HUMAN RESOURCE DEVELOPMENT: CHANGING PRACTICES IN PUBLIC SECTOR UNDERTAKINGS AND EMPLOYEE RESPONSE IN INDIA

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Abstract: *After the introduction of Liberalization, Privatization and Globalization (herein referred to as LPG) in India the role of public enterprises has changed completely. As we all know Public enterprises are autonomous or semi-autonomous corporations and companies established, owned and controlled by the state. They are engaged in industrial and commercial activities. We call them Public Sector Undertakings. Public enterprises are world-wide phenomenon. They are known by different names in different countries such as public sector, state enterprises, public enterprises etc. In some countries they are also known as nationalized industries or socialized industries. In India the Public Sector Enterprises were established under a national reconstruction plan. After independence India chose democratic socialism rather than communism or capitalism. Mixed economy was preferred wherein state and private enterprises were expected to work together to achieve the national goals and for the economic and social development of the country.*

Key Words: *Liberalization, Privatization and Globalization, Employee, Human Resource, Human Resource Development.*

1. INTRODUCTION:

After independence for the Social and economic development of the country the Public Sector Undertakings were established on a very large scale. They occupied commanding position in the country's economy and played a big role in enabling the country to achieve the objective of self-reliance. They were expected to promote the rapid rise in the standard of the living of the country by increasing production and by generating employment. They were given the responsibility to create and maintain conditions for quick and self-sustained industrial expansion in order to promote the cause of social and economic equilibrium, through peaceful and legitimate means, giving freedom, welfare and equality of opportunity to all. The state developed the industries particularly heavy industries and machine making industries in the public sector. The private sector was also expected to supplement the efforts of the state in promoting social and economic development. Since then the significance and magnitude of Public Sector Undertakings had grown in India. A variety of economic activities have been taken up by the public enterprises. The operations of Public Sector Undertakings range from manufacturing of small product to manufacturing of big ships. These Public Sector Undertakings are engaged in areas including industrial and manufacturing activities, public activities, commercial and trading operations and industrial financing

Public Sector Undertakings were not expected to generate profits rather they were aimed at maximization of social gains. They were expected to act for the community as a whole.They were required to take decisions keeping in view the social ends. It was stated that they should plan their activities such that they not only increase the national income and employment but also bring in greater equality in income and wealth, check the concentration of wealth in few hands and promote the welfare of all. Further the Public Sector Undertakings were given the responsibility to promote a balanced regional development. The pre-independence industrialization was concentrated in a few cities in India. The post-independence industrialization policy of India stressed the need of development of backward regions of the country. In promoting regional balance, the Public Sector Undertakings were assigned an important role. They were expected to benefit the underdeveloped areas in terms of development of infrastructure, employment etc. Some Public Sectors Undertakings were deliberately located in backward areas with the aim of achieving the objective of balanced regional development. Over a period of six decades the growth of Public Sector Undertakings has been on large scale in terms of investment and production as well as in the scope of activities. From only 5 enterprises in early 1951, they increased to 237 in 1987 and currently there are around 298 public sector enterprises employing lakhs of people doing different kind of jobs throughout the length and breadth of the country. The Public Sector Undertakings were expected to generate employment. It was decided that the Public Sector Undertakings will become model employer for the private sector as well as lead the development of the country. They were expected to promote the welfare of the employees and provide the best working conditions for their workforce. For achieving these goals of social and economic development of the country, Public Sector Undertakings needed right kind of human resource. They introduced the human resource policies as per the expectation to become model employer. The introduced

human resource development practices as well for developing the skills of their employees. After the introduction of new economic policy which is called liberalization, globalization and privatization policy the functioning of the public sector undertakings has gone thorugh changes. They are now focusing now becoming profit making organization. So they are making changes in their style of fundtioning. They have brought changes in their policies. They have brought changes in their human rsource policies. They are expected to make changes in the human resource development practices as well.

2. Components of HRD
2.1 Training–
Training refers to planned efforts by a company to facilitate employees learning of job related competencies. These competencies include knowledge, skills, behaviors that are critical for successful job performance. The goal of training is for employees to master the knowledge, skills, behaviors emphasized in training programs and to apply them to their day to day activities. For a company to gain a competitive advantage, its training has to involve more than just basic skills development. That is to use training as to gain competitive advantage, a company should view training broadly as a way to create intellectual capital. Intellectual capital include basic skills like which are essential to perform a job, advanced skills like using technology, an understanding of the costumer or manufacturing system, and self-motivated creativity. Most of the emphasis in training has been on the basic and advanced skill levels traditionally. Now Companies have adopted a broader perspective, which is known as high-leverage training (Noe, 2012). In High leverage form the training is linked to business goals and objectives of the organization. Ituses an instructional design process to ensure that training is effective and benchmarks the company‟s training programs against training programs in other companies. High leverage training also helps to create working condition that encourage continuous leaning. Continuous leaning requires employees to understand the entire work system, including the relationship among their jobs, their work units, and the company. Employees are expected to acquire new skills and knowledge, apply them on the job, and share this information with other employees. Management is expected to take an active role in identifying training needs and help to ensure that employees use training in their work (Noe, 2012).

2.2 Organizational Development
In continuously changing environment an organization needs to develop self-renewing capability to continuously examine and update itself, its structure, systems and procedures and take both reactive and proactive actions in relation to the internal and external environment. Organizations can develop internal mechanism in this regard by establishing the function of the organization development and research. The organizational development is an ongoing process change like working life culture and structural change. The organization development can be explained as a planned change brought in the process of the organizations (Dayal, 1971).

2.3 Career Planning and Development
Career planning implies helping the employee to plan and develop his career in terms of his capabilities within the context of organizational needs. This refers to the development of general and technical and managerial career in the organization. Career opportunities and rewards are very important factors in providing a developmental climate in organization. If there is no developmental climate and no incentives for development then the people are not likely to develop. It implies planning of specific paths for employee future in the organization with the help of superiors. If the employee‟s interest are duly taken care of in respect of continuity of services and advancement in career then it add to his commitment and dedication towards achieving organizational goals and objectives (Reid, 2007).

2.4 Quality of Work Life
This can be defined as the quality of relationship between the employees and their work environment. It refers to the degree to which members of an organization are able to satisfy their important personal needs through their experiences in the organization. Quality of work life refers to the favorableness and unfavourableness of the job environment for the people. The concept of quality working life gained importance in USA in 1997. The issues related to the quality life are pay and stability of the employment, occupational stress, organizational health programs, recognition, superior- subordinate relations, grievance procedure, adequacy of resources, seniority and merit in promotion and development, employment on permanent basis. The quality of work life programs affects the HRM variables of an organization. Quality of work life and employee performance goes hand in hand. Most conditions that contribute to the performance of employee also contribute to the quality of work life in same way (Joe, 2010).

2.5 Employee Participation
Employee participation in running the affairs of the institution not only fulfills their natural instinct to be heard and given a chance to express but it also acts as a great motivator by injecting a sense of involvement and

belongingness amongst the employees in an organization. It increases confidence and faith of the employees. The participative management involves a manager consulting his employees and letting them actively participate in the decision making process for achieving greater individual satisfaction on the part of the employees and greater goal achievement for managers and the organization. The HRD aims to move executives and workmen towards fuller participation, so that their potential can be utilized to the benefit of themselves and the organization (Gupta, 2008).

2.6 Job Rotation

Allowing employees to change jobs periodically is known as job rotation. This is often done where two or more jobs require the same or similar skills and are at same level. The period of rotation varies from organization to organization. The rotation is aimed primarily at removing monotony and boredom. Job rotation in organization could be used to develop the skills of the employees and produce the leaders for the future of the organization. Under job rotation mostly employees are given jobs that are slightly different to their assigned ones to create in them expertise for performing various jobs. The basic idea is to increase variety of work by allowing workers to interchange their jobs periodically (Gupta, 2008).

2.7 Job Enlargement

Job enlargement involves increased work content without any additional responsibility.

Under job enlargement an employee is asked to learn some parts of the work of few fellowworkers even though he may continue to do his original work. This scheme increases the skill and potential of an employee. Job enlargement extends the scope of job by combining two or more jobs into one or by taking a number of work functions and putting them together in a single job with a greater variety and wholeness. The expansion is horizontal which is quite effective (Deb, 2006).

2.8 Job Enrichment

Both job enlargement and job enrichment involve an increase in the job content of an employee. However, in job enrichment the increased work content is accompanied by an increased responsibility and authority. Job enrichment has often been reported to result in productivity increase. Job enrichment is a method that gives people responsibility for setting their own pace, deciding their own methods and putting right their own mistakes, thus increasing their autonomy. The expansion is vertical which enhances the confidence of the concerned person to do his job in a competent manner (Deb, 2006).

2.9 Performance Appraisal

Performance appraisal is a formal exercise in which an organization makes an evaluation, in a documented form, of its employees, in terms of contributions made towards achieving organizational objectives. Through it the organization measures the personal strengths and weakness of the employees. Performance appraisal methods which are in use to appraise the performance of employee could be effective for some specific purpose, for some particular individual as well as organizational needs. The measured performance standard are used for the development of the employees (Bhatia, 1981).

2.10 Potential Appraisal

Potential appraisal implies making people before making the products in the organization. The belief in the human potential is central to the concept of HRD. Human history is full of examples of how human beings contributed to the development of organization, nations and societies. HRD is an ongoing effort to utilize human potential for social development. People work not only to earn livelihood, but also to realize their own potential and enjoy a better quality of life. Whereas other resources have limitations, the human resource has an unlimited potential. It includes the various facets of human energy and capability such as knowledge, skills, attitude, experience, motivation, physical and intellectual strength, potential for growth. It is also recognized that sky is the limit for human potential. Potential can also be planned to prepare for roles likely to be performed by employees. Potential and development deals with the assessment of competencies of the employees in relation to likely jobs levels in the future. Organizations should try to identify the capable people within the company and create opportunities for them to develop (Bhatia, 1981).

2.11 Reward and Recognition

Reward and recognition system is used to motivate the employees in the organization. It implies the infusion of accountability in the system where good and bad performers are not treated alike. By ensuring that individual rewards are available only if corporate goals are met, the organization can successfully prevent people from expanding their energies on activities that bear no relationship to organizational objectives. In the absence of the welldesigned reward mechanism there is danger of people feeling that good and bad people are treated alike. Consequently good performers go unrewarded and the level of motivation in employees either declines or remains the same. Experience

shows that the self-motivated and good performers continue to perform well for some years and but when they feel that their performance go unnoticed then join the brigade of non-performers (Gupta, 2008). So reward and recognition system is essential part of HRD.

2.12 Grievance Reddresal

The grievance are the dissatisfactions of the employees in the organization. These dissatisfactions result in demotivation of employees and effect their performance. Every organization must have a mechanism to address the employee grievances. In many organizations these mechanisms are not strong. Normally in respect of managerial cadres, the grievances are directly reported to the vice-chancellor who as per the demand of the situation either forms a committee to examine these and make recommendations or take his decision. In case of non-gazette cadre various committees are constituted in organizations to settle the dispute or make recommendations for reddresal of grievances. So the grievance reddresal system is important part of HRD and any organization which want to establish good HRD practices in place must have an effective grievance reddresal system (Gupta, 2008).

2.13 Succession planning

Succession planning has been a strategic activity since the origins of human societies and organizations. In the ancient times particularly in monarchies a particular line of succession was predetermined by matrilineal or patrilineal kinship. In dictatorships, succession was often settled by power coups, murder, or other less admirable means. In modern democracies, succession in the political arena is variously decided by the voters through the election of Vice Presidents, Lieutenant Governors, and others whose primary task is to be ready if the elected leader can no longer serve (Suri, 1982). To address the deficiency, succession planning in government departments and other organizations has gained popularity as a strategy for the deliberate preparation of a successor to assume power when the time presents itself. It is planning in advance so that the organization have the right people, in the right place at the right time across the organization. Succession planning involves changing the workforce for future contingencies. Succession planning focuses on developing individual skill sets to meet the future needs of the organization. Specifically succession planning is making provision for the development and replacement of key people over time. These key people passes the baton to designated employees who have been identified as possessing the capabilities to become the next organizational leaders. Government, private, and nonprofit organizations often solve the succession question by designating a vice president as the person who will assume the president's position at her or his term conclusion (Lalitha, 2006). The skills that should be passed on to the next generation of potential civil leaders are decided in advance. It is not simply knowledge alone that must be learned when assuming a new job. If it were so then the knowledge could be easily learned by reading standard operating procedures, employee handbooks, or duties, responsibilities, and tasks to be performed from a job description. Rather the new incumbent in a position must also learn the required skills sufficiently well that they subsequently become his reflexive natural abilities as well. This familiar progression of learning first by acquiring knowledge and followed by practicing skills until one's abilities are applied without conscious thought, is of course, the same progression by which a craft worker learns a trade by advancing from apprentice to journey man and finally to master status. The process of acquiring skill development beginning with informational knowledge progressing to an advanced or mastery stage of competency occurs under the watchful guidance of the master teacher or craftsperson, who is a mentor and coach to the young apprentice. If there is no master teacher, the process of learning skills by a job incumbent is left to painful trial and error, often resulting in the learner becoming frustrated, overwhelmed, and burned out by unexpected and unprepared immersion into new jobs, succession is guided learning activity which is used to prepare future leaders for any organization. So this succession planning is important part of HRD (Lalitha, 2006).

3. MAJOR FINDINGS:

The study titled "Human Resource Development: Changing Practices in Public Sector Undertakings and Employee Response in India" was designed to understand the changes in the HRD practices of the Public Sector Undertakings after the introduction of LPG policy in the country. The study also aimed to understand the response of the employees towards the changing HRD practices.

The study was designed to understand the existing Human Resource Development practices in a Public Sector Undertaking and the impact of changed economic environment on these practices after the introduction of LPG policy. It further aimed to understand the response of the employees towards the changing Human Resource Development policies.

The study was conducted in one Public Sector Undertaking which has been impacted byn the changed economic environment after the LPG policy. The data was collected from employees of the company. The main participants were the employees of the organization and the staff of the HRD department from whom the primary data was collected. The interview method was used for the collection of the primary data from the staff of HRD department

of the organization. The employee were administered a questionnaire. The secondary data was collected by conducting the desk review of the HRD policy of the organization.

The organization under the study has been impacted by the changed economic environment after the LPG policy. The government has been continuously disinvesting in the organization over the years. It is working continuously to survive in the tough competition. It wants to become highly profit making organization and provide value to its shareholders. It is improving its systems continuously as per the changing business scenario and making changes in its business strategy. It is introducing changing in its human resource systems in order to have best and highly efficient human resource. Only making changes in the human resource systems does not serve the purpose as the changes in the HRD practices is also necessary. The organization introduced the concept of Human Resource Development very early as it wanted to focus on the efficiency of their workforce but the business scenario demanded the change in these HRD practices. So the organization has been making major changes in its HRD practices over the years in order to adopt the best HRD practices to make its human resource highly efficient and work environment conducive to productivity. It has not only made the changes in the existing HRD practices but has also introduced new HRD practices as per the requirement in the changing business scenario.

There has been big changes in the training system of the organization over the years.

Most of the employees are satisfied with the training given in the organization. The organization is working to adopt the world class technology as it wants to become highly efficient. The employees say that the organization is adopting the latest technology in its operations. The organization has upgraded its training system. Most of employees say that the training is now imparted on the basis of the needs of the employees. These training needs of the employees are identified carefully through training need analysis which has been introduced recently. The employees also assess their training and developmental needs and express the same to the management during this exercise. The organizational needs are collaborated with the needs of the employees. The employees are given training not only to perform their current roles but they are given training for their overall development, their likely future roles and to meet future needs of the organization.

In the organization, the system of mandatory training days once in a year has been introduced. Every employee undergoes training of his interest for specified number of days. This gives the employees an opportunity to upgrade their skills. Special simulator training centers have also been established in the organization. In these training centers the employees are given real life like situation and their problems are addressed. It helps the employees experience various functional problems in advance in improving their skills. The training given is of both kinds, skill and competency based. The soft skills have become necessary for the employees irrespective of their roles. The employees say that the organization is focusing on developing the soft skills of the employees for which special training programs are designed. Most of the employees say that the organization is also focusing on developing the behavioral skills of the employees. The behavioral skills are considered very necessary for the management level employees. The training system has now been linked to the reward and recognition system. This motivates the employees to get trained and perform well. The big change in the training system of the organization over the years is the introduction of the new style of training which is called on-the-job training. In this style of training, an employee gets the training while continuing his job. This is an effective style of training where the problems of the employees are solved easily and learning becomes easy. Team learning and team skills have become essential in the today"s highly competitive environment. The organization is specifically focusing on developing the team skills of the employees. Most of the employees say organization is now focusing on team learning. The employees say that team skills are developed through training. So it can be said that the organization has made major changes in its training system over the years.

The organization is not only making changes in its already existing practices but it has introduced new practices as well according to the requirement in the changing business scenario. The new HRD practices have been introduced by benchmarking its practices against the practices in the other organizations. Recently a new system of mentoring has been introduced in the organization. The system was introduced in 2005 in the organization. It was introduced to adapt to the changes in the business environment and make the company a learning organization. In mentoring, the employees are helped to form and achieve their career goals. The employees are guided by an expert and experienced faculty of the organization in achieving their goals. The organization uses the mentoring system to guide the new recruits and produce future leaders. Most of the employees are happy with the current mentoring system in the organization which they say helps them in adjusting in the changing business environment and familiarizes them with the culture of the organization. Since the introduction of the mentoring system, the organization has been making time to time required changes in it. Most of the employees say that there have been changes over the years in the mentoring system. As it has been mentioned the organization is using latest technology everywhere. In the mentoring system as well the technology is rapidly used. Technical mentoring has been introduced in the organization. The employees say that the biggest change in the mentoring over the years is that e-mentoring has been introduced in organization. With the help of ementoring, the employees are helped and guided continuously even at faraway places by their respective mentors. It becomes possible for the mentor and mentees in keep in touch even in case of transfers.

Most of the employees say that the mentoring has become a mutual process between the mentor and the mentee and there is now more flexibility in the mentoring system. Further the mentoring has also been linked to the rewards. The mentors of the current batch are rewarded on the 5th of September every year in order to recognize their contribution towards achieving the goals of the organization through mentoring system. Performance management is an essential component of the HRD concept. Effective performance management system is the need of every organization. The performance management system has been existing in the organization since its inception but major changes have been made in the system due to the changing business needs in the changing business scenario after LPG. The changes in the performance management system have been made after benchmarking the system against the systems of other organizations. A new performance management system was introduced in 2004. It is known as Pace. Most of the employees are satisfied with the performance management system in the organization and say that there have been changes over the years in the system. The transparency in the performance management has been increased. Earlier the organization used to assess the performance of the employees by using confidential rating method. Now the performance of the employees is shared with the employees. A large section of the employees say that the performance management system has been made transparent over the years. The big change in the performance management exercise is that now the performance is measured against the predefined standards which are known as key performance areas. These key performance areas are identified on the basis of the job requirements. The performance of the employees is measured on the competencies related with the key performance areas of the employees. Most of the employees say that their performance is now measured against the key performance areas. The employees say that the performance managements system is now linked with promotion and training. The developments needs of the employees are identified and training is imparted to develop these skills. Earlier the employees were promoted on seniority basis but now the performance related ranking is also considered with respect to the promotion of any employee. Most of the employees say that the soft skills are given importance in the performance management system. The employees say that technical competence is given importance by the organization thorough performance management system and their performance is measured on technical competence. The organization is focusing on building the team work skills of the employees which are now given importance in the organization through the performance management exercise.

People make the things happen and they need specific circumstances to make the things happen. An organization which wants to improve the efficiency of the workforce has to provide the right kind of environment to its workforce. The skills enhancement and learning take place within healthy work environment. Providing the right kind of work environment is known as the quality of the work life. If the quality of work life is poor then it results in unsatisfactory performance of the employees and affect the efficiency of the organization. So the organizations are working to provide quality of work life to its workforce. The organization which has been studied is working to improve the quality of the work life. Most of the employee are satisfied with the quality of the work life provided in the organization. Employees say that the organization is giving more decision making power to the employees which enhances the commitment of the employees towards the organization. The employees say that now more emphasis is given on team work and they are expected to work in teams. The organization is giving more freedom to the employees. The flexibility in the organization has increased but they need more flexibility. The employees say that the organization is now giving more recreational facilities and providing better stress reducing facilities. Most of the employees say that the technology is used rapidly in the organization like e-conferencing which reduces the need to commute from one place to another. Most of the employees say that more opportunities are given to learn from the seniors and special sessions are organized by the management for this purpose.

The job rotation is an essential component of HRD. It has been used to reduce the monotony and boredom of the employees. Now job ration system is used for the development of the employees. It is used to develop the skills of the employees and to produce the leaders for the organization after familiarizing them with the various systems of the organization. The job rotation was introduced in the organization long time back but over the years it has gone through changes. Half of the employee say that they are satisfied with the job rotation. They say that there are changes in job rotation policy and now the job rotation is used to develop the specific skills of the employees. It has been linked with the performance management system and the performance of the employees is considered when moving employees on jobs. Most of the employees say that the job rotation is linked with the promotion in the organization and also with job enlargement and job enrichment. However a large section of employees says that the interest of the employees is not taken into consideration in job rotation and that their interest should be taken into consideration. There is need to further upgrade this job rotation system as a large section of employees does not seem satisfied with the changes.

The participation of the employees is important for any organization. It provides valuable suggestions to the management on various issues in decision making. It provides the employees with a sense of belongingness and enhances the commitment of employees towards achieving the goals of the organization. It motivates the employees to contribute towards success of the organization. In the changing business environment the demands of the employees for greater participation have increased. The organizations are upgrading their employee participation policies to

satisfy these demands. A new policy for employee participation was introduced in 2012 by the organization. Most of the employees are satisfied with the employee participation policy of the organization. Employees acknowledge the changes in the employee participation policy over the years.

The organization is giving more decision making power to the employees. Most of the employee accept that now open suggestion system has been introduced and their views are invited by the management. Various new committees for employee participation have been established. The organizational vision and mission are clearly defined to the employees. This gives the employees a sense of belongingness and makes them aware about their role in the organization. The head of each department invites employee meeting every month where he briefs the employees about the functioning of the department and invites suggestion from the employees. The unions of the employees are informed before the proposed changes in the organization and their views are considered. New bodies in townships have been established like sports committee, township advisory committee etc. to facilitate the participation of the employees. Most of the employees say that the senior management is easily accessible now. Joint goal setting is encouraged between the employee and his supervisor. The views of the employees are given importance before making any decision.

The organization has introduced the new practice of succession planning. It is an important practices under HRD. It is specifically used to produce the future leaders for the organization. The succession planning in the organization under study was introduced in 1995 to groom the leaders for key positions and to have a pool of talent which can be groomed in a focused manner for leadership positions. Since its introduction, it has gone through many changes according to the needs of the organization in the changing business environment. The key positions in the organizations are now identified carefully. People are groomed in advance for taking over these positions. Business roles are carefully identified. The career aspirations of the employees are also considered in succession planning. The introduction of succession planning is a big change in the HRD practices of the organization.

The reward and recognition is an important tool for the motivation of the employees. The motivated workforce contributes towards achieving the objectives of the organization with high level of efficiency. Reward and recognition system is essential for nay organization to keep the motivation of its workforce high. The organizations in the highly competitive environment are now focusing on improving their reward and recognition system. The Public Sector Undertakings are also making pace with the changing scenario.

The organization under study has also introduced major changes in its reward and recognition system. A new reward and recognition system was introduced in 2003 with an aim to provide better recognition to the performance of the employees, to enhance their motivation and acknowledge their fruitful association with the organization. The focus of the rewards and recognition system is to create a positive work culture within the organization and encourage employees to excel in their work. Most of the employees are satisfied with the present reward and recognition system in organization. The employee accept that there are major changes in the reward and recognition system over the years.

Most of the employees say that new competency building and culture building rewards have been introduced in the organization. They maintain that the organization encourages the employees to come up with innovative ideas through rewards. The competition the employees is necessary and as per the employees, the organization encourages competition among the employee through rewards. Employees say that the learning of new skills, new styles of work and out of box thinking is promoted through rewards in the organization. Other necessary procedural changes also have been taken up as per the changing business scenario. The reward and recognition system aims to now ensure a transparent distribution of rewards. Almost all the HRD practices are linked with rewards and this is big change over the years in the HRD practices of the organization.

Handling the grievance of the employees is very important concern for any organization.

In today's highly competitive world, an organization cannot afford the dissatisfaction of its employees which results in demotivation and poor performance. The organizations are adopting minimum grievance policy. The Public Sector Undertakings are also changing their grievance reddresal policies. The organization under study has made major changes in its grievance reddresal system over the years. The organization has introduced the new grievance reddresal policy in 2016. This policy was introduced with the objective of having minimum grievance in the organization. It is aimed to ensure that the employee grievances are resolved within minimum possible time and at lowest possible level. Now the employees are encouraged to report their grievances openly. Most of the employees say that they are encouraged to report their grievances. A three tier, time bound system has been introduced to resolve the grievance of the employees in the new policy. Online system has been introduced to increase the accessibility of the grievance handling system to the employees. The management is also accessible to redress the grievances. The employee say that the grievance are handled in a humane manner.

All these changes stated above have been taken due to the increased competition and the changes business scenario after LPG in the country. The organization is moving towards becoming a profit making organization and it wants to expand its business. So one can say that the organization has managed to introduce changes in its HRD practices which can help it to remain competitive.

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